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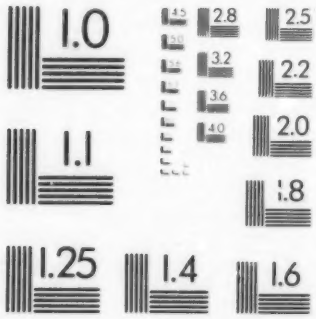

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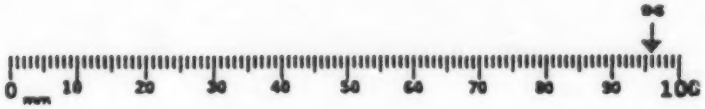

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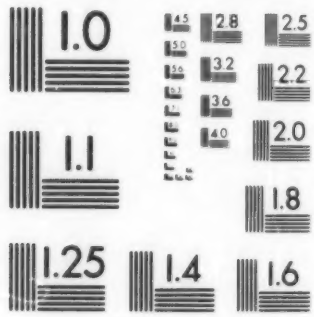

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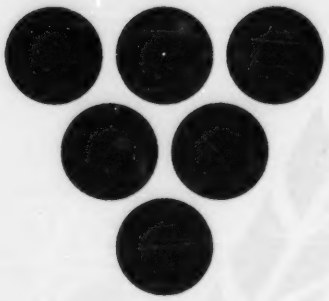

MLCC

Manitoba Liquor Control Commission

78th ANNUAL REPORT 2001

FOR THE FISCAL YEAR APRIL 1, 2000 TO MARCH 31, 2001

Mission Statement:

The mission of the MLCC is to promote the safe, healthy and responsible use of beverage alcohol products, thereby generating revenues for the province.

Corporate Values:

Moderation
promote responsible use as a way of life

Quality Service
care for our customers, suppliers and one another

Focus on Results
getting the job done right

Continuous Improvement
moving ahead in everything we do

Integrity and Fairness
nurturing respectful business relationships

Importance of People
fostering a positive workplace that builds teamwork, mutual respect and encourages individual development

101-07392/

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(left to right) Ed Azure, Bernard Christophe, (Vice-chair), Carmen Neufeld, (Chair), Garry Hammerback, Fran Frederickson, Les Crisostomo (missing: Maria Moore)

Board of Commissioners

The Manitoba Liquor Control Commission's corporate structure is typical of Provincial Crown agencies. The seven-member Board of Commissioners oversees the activities of the Commission. The Board Chair reports to the Minister Responsible for *The Liquor Control Act* who, in turn, reports to the Legislative Assembly.

Dale Neal (Vice-chair), Susan Hart-Kulbaba (Chair), Jim Still, Louise Wilson

Licensing Board

The Licensing Board is responsible for the approval of licences and discipline associated with breaches of The Act. Appeals are made to the Board of Commissioners.

The Government appoints all board members.

The day-to-day operations of the Commission are the responsibility of the President and Chief Executive Officer who reports to the Board of Commissioners.

Chair's Message

I am pleased to report that the Commission has had another successful year, returning **$158.6** million in profits to the Province of Manitoba for services and programs for Manitobans.

This past year, the MLCC undertook a number of significant initiatives. One of the most challenging was a Public Review of *The Liquor Control Act*, which took place in June of 2000. The Review Panel held public meetings in Winnipeg, Brandon, Gimli, Thompson, The Pas, Morden and Beausejour and received input from industry stakeholders, community groups, associations and the general public. In the end, the Board of Commissioners presented the government with 44 recommendations for changes in legislation, regulation or policies. The most significant of the changes address Sunday sale of alcohol by retail outlets, standardization of sale hours Monday to Saturday and creating new offences related to false identification, disorderly conduct and over-service of alcohol.

During the winter of 2000/2001, the Commission also took bold steps to address the issue of over-consumption in licensed establishments. We asked the province's Responsible Server Committee, comprised of representatives from the MLCC, Manitoba Public Insurance, Manitoba Restaurant Association, Manitoba Hotel Association, Addictions Foundation of Manitoba, Winnipeg Police Service, and the Manitoba Tourism Education Council, to review licensee training programs and enforcement practices.

The recommended changes took effect in March and the now mandatory, "It's Good Business Program," provides tools to help ensure licensees, and their staff, sell and serve beverage alcohol in a safe and responsible manner. We are confident that this partnership between government and industry is another positive step in preventing over-consumption and over-service in licensed establishments.

In addition to regulatory and policy changes over the past year, the MLCC remains committed to its role as a leader in alcohol education and awareness programs that promote social responsibility. Ongoing programs such as "Show Your Age" and "Live Life to the Max" continue to address underage and over-consumption issues. In the coming year, we look forward to expanding the MLCC's role in the area of social responsibility with programs to address binge drinking and Fetal Alcohol Syndrome.

On behalf of the Board of Commissioners, I extend my thanks and congratulations to the management and staff for their achievements, their enthusiasm and their dedication. I look forward to building on the successes of this past year and meeting the new opportunities and challenges that lie ahead.

Carmen Neufeld

Fiscal 2001 was both successful and eventful. The year brought about significant change, on both the regulatory and the retail side of our operation. We embarked on a Public Review of *The Liquor Control Act*, welcomed a new Board of Commissioners, took initial steps toward a category management plan for Liquor Marts and developed new Strategic Initiatives that will guide the work of the MLCC over the next several years.

For the MLCC, setting and meeting our strategic goals is imperative to our future success. In 1998 we developed our initial strategic plan, and while it served us well for several years, the time had come to renew our strategies for success.

In January 2001, the MLCC Board of Commissioners, Vice-Presidents and Directors reviewed the plan and revised it to meet our current environment. Our new Strategic Initiatives build on the good work that has been completed over the past three years, but places more emphasis on social responsibility and workplace quality. The initiatives have also been categorized into five key theme areas: Financial, Social Responsibility, Customer Service, Business Effectiveness and Workplace Quality. Following the goals set out in our Strategic Initiatives and concentrating on these theme areas will guide us in promoting responsible service and generating revenue for the province, which is core to our mission.

Details on our new Strategic Initiatives can be found on page 13 of this report.

The employees of the MLCC are one of our greatest strengths and we continue to provide them with training and educational opportunities. This past year, our Store Management Development Program welcomed 11 employees, with four program participants now promoted to Store Manager positions.

We are also continuing to develop and strengthen the customer service skills of all full and part time retail staff, through their participation in "The Marriage of Food and Drink" course. This practical program helps staff recommend to our customers the appropriate products to complement food.

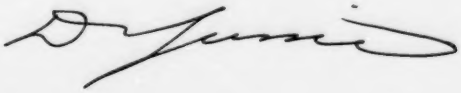
Educational sessions continue to be popular with our customers. In F'2001, our staff conducted 312 educational sessions with 1,571 participants, totaling 8,300 hours of training.

Customer service continues to be a prime focus of the Commission. Whether at our Liquor Marts, issuing licences and occasional permits, dealing with our licensees and agents or providing educational seminars to the public and hospitality industry, the MLCC continues to pursue ways to improve delivery of our services and product.

To measure our efforts, we conducted a telephone survey to determine customer perception of Manitoba's Liquor Marts versus other retailers. Ratings were based on friendliness of staff, ease of finding products, staff product knowledge, product availability and selection, service promptness, hours of operation and pricing/sales of wine products. The results showed Liquor Marts' ratings were the highest for friendliness of staff, availability of product and convenience of store location.

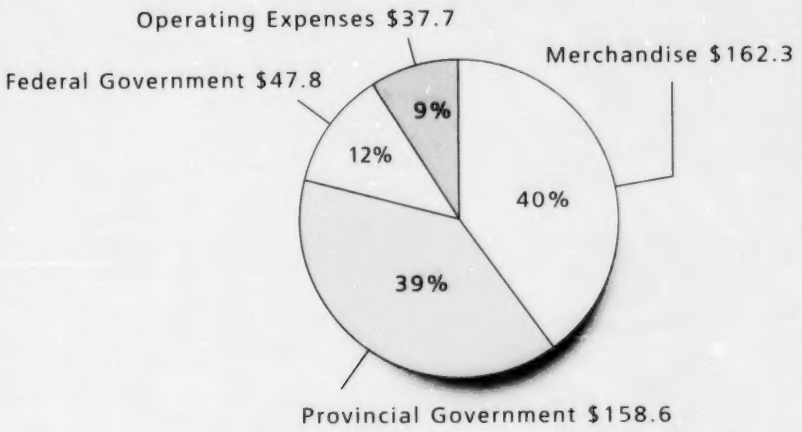
With over 2,500 product listings, including over 1,500 wines, over 700 spirits and 335 brands of beer, coolers and ciders, Liquor Marts continue to offer great selection and value. As all products sold by the MLCC must meet the highest standards of quality and safety, our Quality Control area works closely with the Canadian Food Inspection Agency to ensure that products comply with *The Canadian Food and Drugs Act* and Regulations.

The Board of Commissioners, our Management Team and our Employees can be proud of the many accomplishments of the past year and we look forward to continued improvement in the years ahead. The pages that follow highlight just some of our successes.



Don Lussier
A/President & CEO

158.6 Million for Manitobans



Additional payments to the Province (in millions):

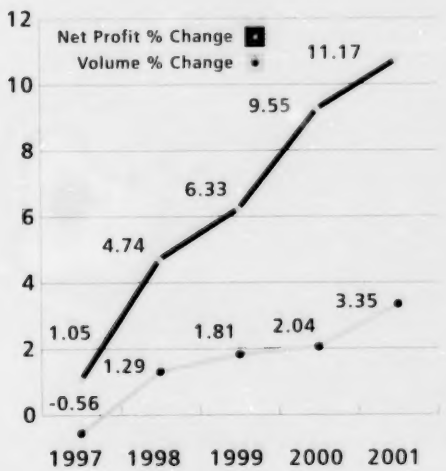
Retail Sales Tax - $11.8

Environmental Protection Tax - $1.5

Waste Reduction & Prevention Tax - $0.3

Additional payments to the Federal Government (in millions):

Goods and Services Tax - $28.3



	1997	1998	1999	2000	2001
Sales	$352,327	$366,322	$379,929	$393,535	$400,825
Gross Profit	171,021	176,767	182,312	188,211	190,690
Net Profit	144,176	149,432	151,710	156,304	158,613
Other Revenue	2,987	3,434	5,299	5,452	5,629
General and Administrative Expenses	29,747	30,482	35,238	36,398	36,622
Fixed Assets & Depreciation	85	287	663	961	1,084
Gross Profit as % of Sales	48.5%	48.3%	48.0%	47.8%	47.6%
Net Profit as % of Sales	40.9%	40.8%	39.9%	39.7%	39.6%
General and Administrative Expenses as % of Sales	8.4%	8.3%	9.3%	9.2%	9.1%

Product $ Sales in Millions

	Beer	Spirits	Wine	Coolers/Ciders
1997	158	142	46	6
1998	165	145	49	7
1999	172	148	52	8
2000	175	152	58	9
2001	181	153	58	9

Volume Sales - Millions of Litres

	Beer	Spirits	Wine	Coolers/Ciders
1997	68.0	6.3	5.5	1.2
1998	69.0	6.4	5.6	1.5
1999	69.0	6.3	5.8	1.8
2000	68.6	6.4	6.2	1.9
2001	69.5	6.4	6.3	2.0

Per Capita Consumption in Litres

	Beer	Spirits	Wine	Coolers/Ciders
1997	60.0	5.6	4.8	1.1
1998	60.7	5.6	4.9	1.3
1999	60.6	5.5	5.1	1.6
2000	60.0	5.6	5.5	1.7
2001	60.5	5.6	5.5	1.8

Source:
Statistics Canada Matrices 6367-6378 and 6408-6409
based on total population as of July 1 of each year.

Where does your dollar go?

Dollar breakdown for a standard 750 ml of whiskey

Provincial Sales Tax 6¢

Environment Protection and WRAP Taxes 1¢

MLCC 53¢

GST 6¢

Federal Excise Tax 16¢

Supplier's Share 18¢

The MLCC operates 45 Liquor Marts with 23 stores in Winnipeg and 22 stores located throughout Manitoba.

The MLCC is one of the largest buyers of beverage alcohol in the world, purchasing product from 1,000 suppliers in 50 countries. Through its Distribution Centre, it supplies 1,700 customers and annually processes over 63,000 orders, injecting approximately $1 million into the provincial transportation system for delivery services.

Listings: 2000-2001

spirits	general list	513 brands
	specialty list	191 brands
wines	**general list**	**622 brands**
	specialty list	**921 brands**
beer	MLCC distributed	58
	privately distributed	213
coolers/ciders	**general list**	**59**
	specialty list	**5**

TOTAL: 2,582 active listings as at March 31, 2001

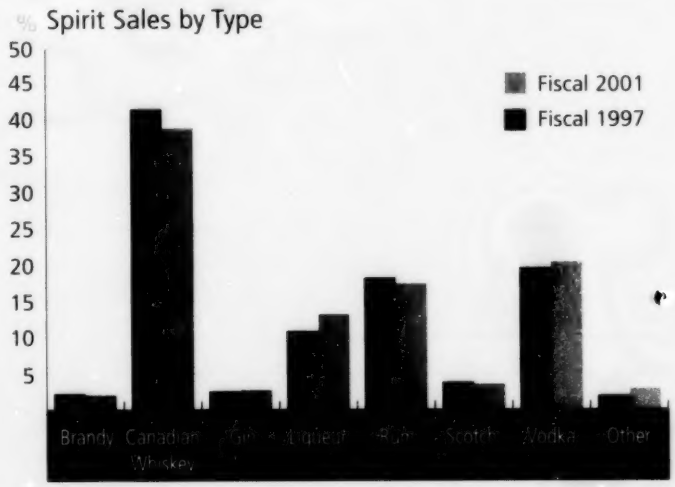
HIGHLIGHTS

Category Management

A Specialty Listing Committee was established in support of Category Management. The Listing Committee was formed to more effectively integrate the management of specialty product at both Head Office and Liquor Marts. The committee classified products based on financial importance, capitalized on best-selling brands and more quickly eliminated slow moving brands. The results include better stock positions of specialty products; quicker reaction to market trends; and better inventory positions on developing brands.

Enrich Support for Licensees

Efforts continued to maximize the number of licensees and liquor vendors ordering through ATLAS, the MLCC's on-line ordering system. System enhancements include a new product search feature that allows customers to search for products by brand name, partial name or supplier, and providing electronic shipping notices. As a result, the target of 600 customers registered on the system was reached by year end.



Liquor Vendors

All liquor vendors signed a new Liquor Vendor Operating Agreement, which contained clearly defined expectations for the operators. Social responsibility training was initiated with liquor vendors and specially tailored product knowledge training courses were held in a number of rural locations for groups of liquor vendors. In addition, all liquor vendor operators completed the Basic Product Knowledge Course.

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Source:
Statistics Canada Matrices 6367, 6378 and 6379-6384
Based on total consumption as of July 1 of each year

Where does your dollar go?

Dollar breakdown for a standard 750 ml of whiskey

6¢

1¢

53¢

6¢

16¢

18¢

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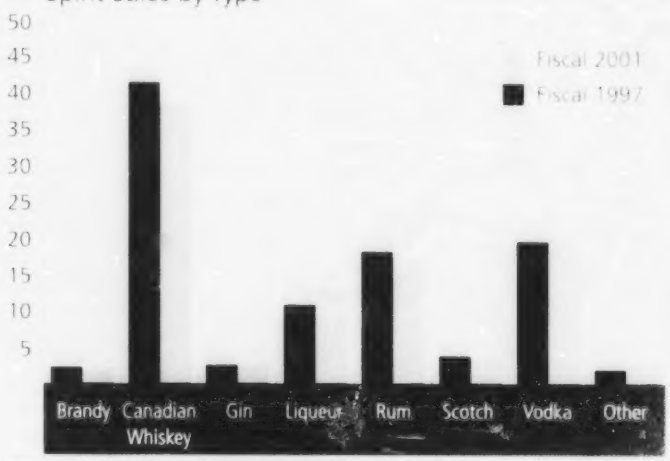
Spirit Sales by Type



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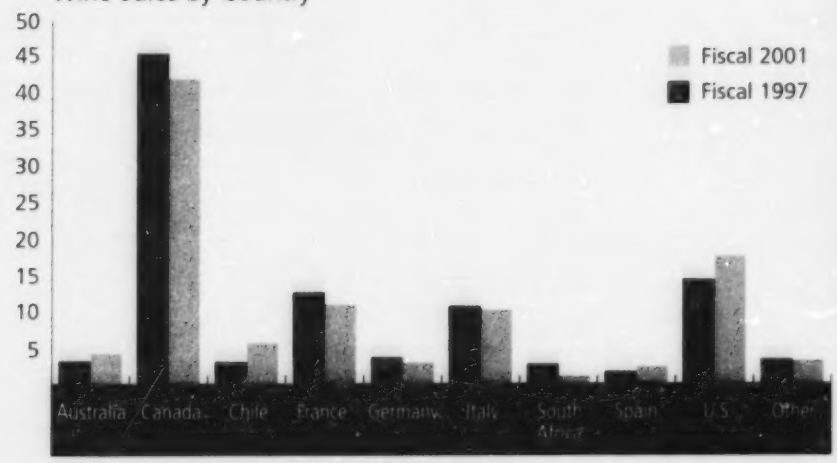
A series of focus groups and a telephone survey was conducted to detail customer preferences with respect to Liquor Mart locations and service attributes of Liquor Marts. This was used as an input to the Store Location Study, along with 1996 census data, City of Winnipeg Housing Projections, and a five-year sales projection. From this data, store size requirements were projected, and using a Geographic Information System (GIS), store locations were plotted for the next five years.

Beer Rooms were added at the Northgate, Portage & Ainslie and Southdale Liquor Marts. The Southdale Liquor Mart also received minor upgrading.

The Dominion, Eastwinds Shopping Center, and Fort Richmond Shopping Centre Liquor Marts were redesigned, redecorated and upgraded to include wider aisles, expanded "Fine Wine" sections and Beer Rooms.

The Transcona Liquor Mart was relocated to a more central location in Transcona Square at Kildare Avenue and Wayoata Street and expanded to 6,600 square feet. The store was modernized and offers longer hours of service and a wider assortment of specialty and general product listings.

Wine Sales by Country



Our Professional Shopper program also allows us to measure performance on customer service and our promotion of social responsibility programs. Congratulations to Staff at the Portage & Ainslie Liquor Mart for attaining the highest professional shopper score of 92.1% and the highest social responsibility shopper score of 98% in 2000/2001!

Regulatory Control: Education & Prevention

The regulatory function of the MLCC is largely carried out by two departments: Licences & Permits and Inspection Services.

The Licences & Permits Department renews and issues approximately 3,000 hotel registrations and licences and 13,600 occasional permits annually.

Inspection Services has offices in Winnipeg, Brandon, Dauphin and Thompson and is responsible for the inspection of licensed premises and occasional permit functions. It also investigates and reports on complaints and determines whether there were infractions of *The Liquor Control Act.*

Both departments conduct seminars for licensees, explaining and clarifying changes to *The Liquor Control Act* and regulations, as well as Commission policies. They also assist applicants applying for occasional permits and liquor licences.

The Commission is dedicated to, and actively promotes, the responsible use of beverage alcohol. Through Inspection Services and the Alcohol Education Committee, the Commission has:

- increased the number of presentations for the "It's Good Business" responsible server program by liquor inspectors;
- developed and implemented a responsible service program for liquor vendors called "It's Good Business";
- assisted the Fetal Alcohol Family Association in its efforts to support families with an FAS child through Parent Group events;
- provided licensees, liquor vendors, specialty wine store operators, and Liquor Marts with posters (and coasters for licensed establishments) promoting the responsible use of alcohol;
- provided licensees with "Show Your Age" posters, decals, etc. for use in their licensed establishments requesting customers looking 25 years of age or under to provide photo-identification;
- promoted Addictions Awareness Week, in partnership with various TADD organizations throughout Manitoba, by using Liquor Mart bags decorated by school students with "Don't Drink & Drive" messages;
- in partnership with Addictions Foundation of Manitoba, Manitoba Public Insurance, Manitoba Restaurant Association, Manitoba Hotel Association, and Manitoba Tourism Education Council, reviewed the issue of responsible service and put forward recommendations for change;
- continued support for such programs as "Homefree" Safe Ride Home for New Year's, Manitoba College of Family Physicians, the Reh-Fit Healthy Heart awards, Last Drink Project, and the Municipal Alcohol Policy; and
- developed a Canada-wide summer "Don't Go Overboard" safe boating campaign in partnership with the Canadian Association of Liquor Jurisdictions (CALJ).

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Inspection Services conducted 113 occasional permit presentations to banquet hall operators, as well as 194 staff training sessions in licensed establishments. Licensing and Inspection staff conducted 13 licensing seminars for new licensees and their staff.

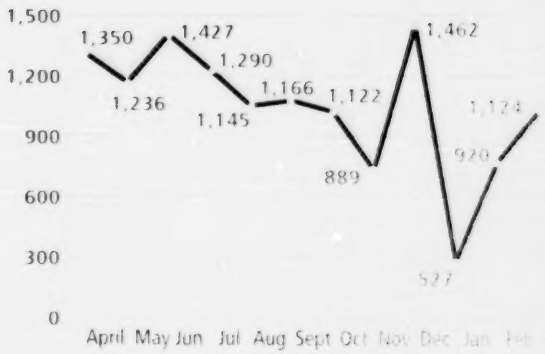
Inspectors, along with representatives of the Manitoba Association of School Trustees, conducted Safe Grad presentations throughout the year at Manitoba high schools. Staff emphasized that minors cannot consume alcohol and that all participants must have a safe ride home. The information booklet, *How to Plan a Safe Grad* was revised and mailed to all schools, Liquor Marts and liquor vendors in March 2001.

The Licences & Permits Department issued 4,589 photo-identification cards to young adults for the purpose of identity and proof of age in licensed establishments. This represents a 12.5% increase over Fiscal 2000.

Inspectors issued 75 Common Offence Notices to patrons of licensed premises in breach of *The Liquor Control Act*, or to minors attempting to secure a Commission photo-identification card.

The number of occasional permits issued in this fiscal year decreased 3.5%, to 13,658 from 14,157. Additional fees for sale permits decreased 5.9%, to $827,000 from $879,000.

Inspectors met with representatives from R.C.M.P. Customs and Excise Section, and together promoted an anti-smuggling campaign with select licensees.



MLCC STAFF CONTINUED TO BE ACTIVE ON THE FOLLOWING COMMITTEES:

- Responsible Server Committee
- Mothers Against Drunk Driving (MADD)
- Safe Grad/TADD Co-ordinating Committee
- Manitoba Addictions Awareness Week Co-ordinating Committee
- Non-Potable Alcohol Abuse Coalition Committee.
- Manitoba Road Safety Committee
- Downtown Winnipeg BIZ Community Safety Committee

Class of Licence	1997	1998	1999	2000	2001
Hotel Registration	325	324	323	324	328
Retail:					
Beer Vendor	303	302	301	301	303
Brewers' Retail	1	2	2	2	4
Sacramental Wine	4	3	3	3	3
Beverage Room	293	292	291	286	287
Dining Room	1,068	1,069	1,085	1,110	1,133
Transportation	17	19	19	20	14
Cocktail Lounge	390	393	403	419	429
Cabaret	17	19	19	21	21
Spectator Activities	30	33	37	39	39
Private Club	249	256	260	265	267
Military Canteen	37	23	19	19	20
Sports Facility	99	115	132	139	146
Manufacturer's	42	44	49	53	53
Totals	**2,875**	**2,894**	**2,943**	**3,001**	**3,047**

Inspection Services conducted 113 occasional permit presentations to banquet hall operators, as well as 194 staff training sessions in licensed establishments. Licensing and Inspection staff conducted 13 licensing seminars for new licensees and their staff.

Inspectors, along with representatives of the Manitoba Association of School Trustees, conducted Safe Grad presentations throughout the year at Manitoba high schools. Staff emphasized that minors cannot consume alcohol and that all participants must have a safe ride home. The information booklet, *How to Plan a Safe Grad* was revised and mailed to all schools, Liquor Marts and liquor vendors in March 2001.

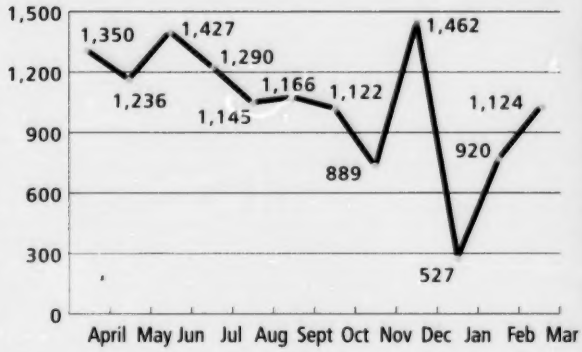
The Licences & Permits Department issued 4,589 photo-identification cards to young adults for the purpose of identity and proof of age in licensed establishments. This represents a 12.5% increase over Fiscal 2000.

Inspectors issued 75 Common Offence Notices to patrons of licensed premises in breach of *The Liquor Control Act*, or to minors attempting to secure a Commission photo-identification card.

The number of occasional permits issued in this fiscal year decreased 3.5%, to 13,658 from 14,157. Additional fees for sale permits decreased 5.9%, to $827,000 from $879,000.

Inspectors met with representatives from R.C.M.P. Customs and Excise Section, and together promoted an anti-smuggling campaign with select licensees.

Occasional permit functions by month



MLCC STAFF CONTINUED TO BE ACTIVE ON THE FOLLOWING COMMITTEES:

- Responsible Server Committee
- Mothers Against Drunk Driving (MADD)
- Safe Grad/TADD Co-ordinating Committee
- Manitoba Addictions Awareness Week Co-ordinating Committee
- Non-Potable Alcohol Abuse Coalition Committee.
- Manitoba Road Safety Committee
- Downtown Winnipeg BIZ Community Safety Committee

Number of hotel registrations & licences

Class of Licence	1997	1998	1999	2000	2001
Hotel Registration	325	324	323	324	328
Retail:					
- Beer Vendor	303	302	301	301	303
- Brewers' Retail	1	2	2	2	4
- Sacramental Wine	4	3	3	3	3
Beverage Room	293	292	291	286	287
Dining Room	1,068	1,069	1,085	1,110	1,133
Transportation	17	19	19	20	14
Cocktail Lounge	390	393	403	419	429
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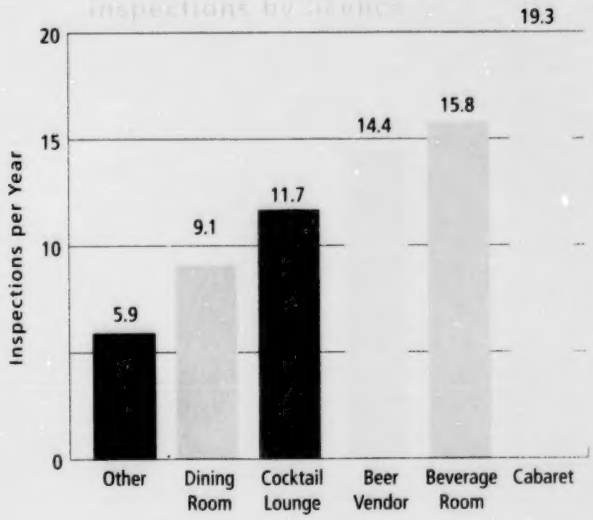
Sports Facility	99	115	132	139	146
Manufacturer's	42	44	49	53	53
Totals	**2,875**	**2,894**	**2,943**	**3,001**	**3,047**

Breaches of *The Liquor Control Act* by licensees can be handled administratively or through a hearing before the Licensing Board.

Where there is no previous record, the inspector may handle the matter through discussion with the licensee and staff. Where there is a record of operation and the breach is of a less serious nature, administration may issue a letter of warning or meet with the licensee to discuss solutions to the problem. These letters/meetings form part of the licensee's record of operation. Where there is a record of operation and the breach is of a serious nature, the matter is referred to the Licensing Board for a hearing. Appeals are heard by the Board of Commissioners.

Breaches of *The Liquor Control Act* by banquet hall operators and occasional permit holders are normally handled administratively by the Commission.



	1997	1998	1999	2000	2001
Licensees					
Suspensions	30	31	21	25	25
Total days suspended	111	77	48	70	37
Warnings or other action	59	82	76	100	134
Permittees/Hall Owners					
Suspension of permit privileges	6	15	8	12	4
Warning letters	14	22	12	16	21

	1997	1998	1999	2000	2001
Licensed Premises					
Licensee visits	26,301	25,029	24,692	25,782	27,451
Investigations/final inspection of premises	666	610	622	799*	852*
Education of licensees/their staff	297	317	254	176†	194†
Total	**27,264**	**25,956**	**25,568**	**26,757**	**28,497**
Occasional Permits					
Inspections while in progress	2,625	2,422	2,424	2,030	1,903
Investigations prior to issue	1,417	1,377	1,246	1,031	1,098
Education of hall owners/permittees/public	359	317	272	164	113
Inspection of new banquet halls	7	10	13	76	76
Total	**4,408**	**4,126**	**3,955**	**3,301**	**3,190**
General and Public Concern Investigations	1,421	1,571	1,652	1,221°	1,369 °

* Includes investigations by the licensing advisor on new facilities.

† Includes facilitations by the liquor inspectors of the "It's Good Business" course for servers.

° Prior to Fiscal 2000, each inspector dealing with a complaint recorded it; the complaint is now recorded only once. Also includes photo-identification investigations.

Public Review of *The Liquor Control Act*

The Manitoba Liquor Control Commission conducted a public review of *The Liquor Control Act* in June 2000 at the request of the Minister Responsible for *The Liquor Control Act.*

A panel from the MLCC Board of Commissioners was appointed to conduct the public review process and hear public presentations and recommendations. Public consultation meetings were held in Winnipeg, Brandon, Gimli, Thompson, The Pas, Morden and Beausejour.

The public was asked to comment on the modernization of *The Liquor Control Act* and its regulations. Matters involving the age of majority, pricing/taxation, consumption/volume and the day-to-day operations of the MLCC were outside the mandate of the public consultation and review process.

Approximately 236 individuals (private citizens and industry representatives) attended the public consultation meetings province-wide. While recognizing that some citizens and organizational representatives provided both verbal presentations and written submissions, the MLCC Public Consultation Panel received a total of 85 presentations/ submissions, 51 verbal presentations and 34 written submissions. As a result, the Panel received over 100 proposed changes to *The Liquor Control Act:* 44 were recommended for legislative, regulatory, or policy changes, and 56 were not recommended, of which five proposals supported existing practices and eight proposals exceeded the review mandate.

A public review report was prepared by the Secretary/ Researcher, reflecting as closely as possible, the original verbal presentations made by the various industry representatives and interested citizens at the public consultation meetings, as well as all filed written submissions.

MLCC staff and representatives of the MLCC Board of Commissioners' Public Consultation Panel reviewed and analyzed the report and determined the recommendations regarding each of the proposed changes. The final report was presented to the Minister Responsible for *The Liquor Control Act* on August 31, 2000.

LEGISLATIVE CHANGES: Regulations

M/R 177/94, Liquor Licensing Regulation, was amended by M/R 54/2000, which was registered on May 3, 2000 and came into effect on May 20, 2000. The amending regulation stipulates that food provided in a licensed premises must be from its own kitchen, using provisions stored in the licensed premises; added a definition of live entertainment in a cabaret; stated the hours when live entertainment is required in a cabaret; and stipulated that any changes to the cabaret entertainment schedules filed with the Commission must be approved by the Commission.

M/R 177/94, Liquor Licensing Regulation, was amended by M/R 19/2001, which was registered on February 22, 2001 and came into effect on March 10, 2001. This amending regulation established minimum pricing of $2.25 per drink in licensed premises; established mandatory training for persons who own, manage or are involved in the sale and service of alcohol in licensed premises (effective April 1, 2001); prohibits servers from carrying drinks before first receiving orders from customers; stipulates the hours of operation of a dining room in order for the beverage room to be operating; and prohibits private club licensees from selling memberships at the door.

M/R 115/89, Occasional Liquor Permits Regulation, was amended by M/R 20/2001, which was registered on February 22, 2001 and came into effect on March 10, 2001. This regulation included provisions to institute minimum pricing of $2.25 per drink at occasional permit functions.

Strategic Initiatives

In January 2001, the MLCC Board of Commissioners, the Vice-Presidents and Directors re-visited the Strategic Framework and revised it to meet the current environment. The Strategic Framework has evolved into more specific Strategic Initiatives, featuring five key theme areas: Financial, Social Responsibility, Customer Service, Business Effectiveness and Workplace Quality. Using the new theme areas, the following is a summary of what has been accomplished in the last year.

In Fiscal 2001, over $158.6 million was returned to the province.

Promotion of Responsible Use
- minimum drink pricing
- mandatory owner/manager and server training
- elimination of "shooter" trays

Winnipeg Retail Network Plan
- Five-year plan for store location, size, services and assortment. Some stores to be relocated and others increased or decreased in size.
- In 2001, the Fort Richmond, Eastwinds and Dominion Shopping Center Liquor Marts were renovated and the Transcona Liquor Mart was relocated to Kildare and Wayoata.

Liquor Vendor Franchise Agreements
- Signed new franchise agreements with liquor vendors, increasing their remuneration and giving them payment terms.
- The agreements require vendors to successfully complete product knowledge and social responsibility training.

Professional Shop Results
- Achieved "best-ever" professional shop results. Customer survey showed Liquor Marts rated higher than other retailers in terms of friendliness of staff, availability of products and convenience of store location.

Category Management
- Created a new Specialty Listing Committee, comprised of Product Consultants, Store Managers and head office staff, to more effectively integrate the management of product at both head office and store levels.
- Committee classified products by financial importance, capitalized on best selling brands, and more quickly eliminated slow brands.
- Results include better stock positions of specialty products; quicker reaction to market trends; and better inventory positions on developing brands.

Service to Commercial Customers
- Attained the target of 600 customer users on ATLAS, the Internet-based computer ordering system.
- A focus on specialty wine stores ensured the same consistency of service as other commercial customers.
- Three surveys completed to evaluate the effectiveness of retail stores, head office purchasing and retail sales and the suppliers/agents. Organizational changes made to more effectively address identified business issues.

Public Review of *The Liquor Control Act*
- Review resulted in over 100 proposed changes to The Act, of which, 44 were recommended for legislative, regulatory or policy changes. The remainder were either not recommended, supported existing practices or exceeded the review mandate.

Recommendations included:
- allowing alcohol sales and service on Sunday;
- standardizing hours of sale for licensed premises; and
- conducting a comprehensive review of the liquor licensing system.

Enterprise Resource Planning (ERP)
- ERP Team formed to evaluate whether the MLCC should go forward with an integrated computer system, or several modified systems that tie together all of the various functions such as purchasing, order-processing, distribution, retail sales, human resources, payroll and financial.
- Team will recommend a system that will improve the way we do business and provide the best possible service to our clients.
- Recommendations on whether to proceed as well as the business case to be presented to the Board of Commissioners in May 2001.

Store Management Development Program
- Eight new applicants
- Four appointments to Store Managers

The following new theme areas represent the MLCC roadmap for the next few years. For each theme there is an overall goal and some of the means by which the MLCC intends to achieve that goal.

Theme 1: Financial

Goal: Continue to be an important contributor to Manitoba's general revenues through the controlled sale of beverage alcohol products and services.

Action: Establish a minimum one percent net profit growth target.

Theme 2: Social Responsibility

Goal: Promote the safe, healthy, responsible service and use of beverage alcohol.

Action: Make the promotion of responsible use core to all MLCC activities.

Establish and implement a clear policy for supporting programs related to the promotion of socially responsible consumption of alcohol and measure their effectiveness.

Theme 3: Customer Service

Goal: Deliver a high level of service quality to our retail and commercial customers.

Action: Enhance, develop, and evaluate programs and services to increase customer satisfaction in a cost-effective manner, i.e. category management.

Promote education and training of sales staff and compliance with liquor vendor standards on customer service quality and product selection.

Theme 4: Business Effectiveness

Goal: Conduct operations in a consumer-oriented and business-like manner, working in partnership with suppliers and commercial customers to identify and move to industry best practices.

Action: Initiate programs that over time, make the MLCC the best Canadian liquor jurisdiction and moves the MLCC to industry best practices in all areas, i.e. identify and define Key Performance Indicators.

Theme 5: Workplace Quality

Goal: Promote a modernized work environment that allows employees to contribute to the effective implementation of plans and programs.

Action: Create a user-driven information technology and information service environment that provides decision support and performance enhancement systems.

Develop an inclusive culture that encourages participation of all staff in MLCC strategic initiatives and programs.

Conduct a workplace attitude survey on a regular basis.

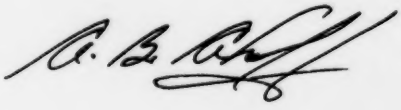
Ensure a well-trained staff and management work force that has the capability to undertake new responsibilities.

MANAGEMENT REPORT

The accompanying financial statements are the responsibility of Management and have been prepared in accordance with the accounting policies disclosed in Note 2. In Management's opinion, the financial statements have been properly prepared and of necessity, include some amounts based upon Management's best estimates and judgements.

As Management is responsible for the integrity of the financial statements, Management has established systems of internal control to provide assurance that assets are properly accounted for and safeguarded from loss.

D. V. Lussier,
A/President & CEO



A. B. Ahoff, C.A.
Vice President,
Finance & Licensing

We have audited the balance sheet of The Liquor Control Commission (an agency of the Government of the Province of Manitoba) as at March 31, 2001 and the statements of income and cash flows for the year then ended. These financial statements are the responsibility of The Liquor Control Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Liquor Control Commission as at March 31, 2001 and the results of its operations and its cash flows for the year then ended in accordance with generally accepted accounting principles.

Grant Thornton LLP

Winnipeg, Canada
May 11, 2001

Chartered Accountants

The Liquor Control Commission Statement of Income
(In Thousands)

[redacted]	2001	2000
Sales	$400,825	$393,535
Cost of sales	210,135	205,324
Gross profit	190,690	188,211
Other income (Note 4)	5,629	5,452
	[redacted]	193,663
General and administrative expenses (Note 5)	36,622	36,398
Operating profit before depreciation	159,697	157,265
Depreciation (Notes 2 and 6)	1,084	961
Net profit paid or payable to the Province of Manitoba	[redacted]	$156,304

The Liquor Control Commission Balance Sheet
(In Thousands)

[redacted]	2001	2000
Assets		
Current		
Cash on hand and in banks	$ 11,542	$ 7,683
Accounts receivable - Province of Manitoba	1,375	1,375
Accounts receivable - claims and other	883	553
Inventory (Note 3)	16,853	15,794
Prepaids expenses and supplies	550	563
	[redacted]	[redacted]
Fixed assets (Note 6)	5,668	4,972
Long-term commitments - Province of Manitoba	41,898	39,961
	[redacted]	[redacted]
Liabilities		
Current		
Accounts payable - trade and other	$12,234	$10,371
Goods and services tax payable	2,028	939
Manitoba retail sales tax payable	884	837
Net profit payable to the Province of Manitoba	16,113	13,504
Environmental protection tax payable	112	107
Deferred licence fees	518	521
	[redacted]	[redacted]
Long-term		
Provision for employee pension benefits	38,734	36,797
Provision for retirement allowances	3,646	3,325
Non-interest bearing working capital advance provided by the Province of Manitoba	4,500	4,500
	[redacted]	[redacted]

Approved on behalf of the Commission

Chair of the Board

Chair of the Audit Committee

A/President and Chief Executive Officer

Vice President, Finance and Licensing

See accompanying notes to the financial statements.

-1 +8

Year Ended March 31	2001	2000
Sales	$400,825	$393,535
Cost of sales	210,135	205,324
Gross profit	190,690	188,211
Other income (Note 4)	5,629	5,452
	196,319	193,663
General and administrative expenses (Note 5)	36,622	36,398
Operating profit before depreciation	159,697	157,265
Depreciation (Notes 2 and 6)	1,084	961
Net profit paid or payable to the Province of Manitoba	$158,613	$156,304

March 31	2001	2000
Assets		
Current		
Cash on hand and in banks	$ 11,542	$ 7,683
Accounts receivable - Province of Manitoba	1,375	1,375
Accounts receivable - claims and other	883	553
Inventory (Note 3)	16,853	15,794
Prepaids expenses and supplies	550	563
	31,203	25,968
Fixed assets (Note 6)	5,668	4,972
Long-term commitments - Province of Manitoba	41,898	39,961
	$78,769	$70,901
Liabilities		
Current		
Accounts payable - trade and other	$12,234	$10,371
Goods and services tax payable	2,028	939
Manitoba retail sales tax payable	884	837
Net profit payable to the Province of Manitoba	16,113	13,504
Environmental protection tax payable	112	107
Deferred licence fees	518	521
	31,889	26,279
Long-term		
Provision for employee pension benefits	38,734	36,797
Provision for retirement allowances	3,646	3,325
Non-interest bearing working capital advance provided by the Province of Manitoba	4,500	4,500
	$78,769	$70,901

Approved on behalf of the Commission

Chair of the Board

Chair of the Audit Committee

A/President and Chief Executive Officer

Vice President, Finance and Licensing

Year Ended March 31	2001	2000
Increase (decrease) in cash on hand and in banks		
Operating activities		
Cash receipts		
Sales - spirits, wine, coolers/ciders and beer	$400,825	$ 393,535
Annual and supplementary licence fees and other	3,229	3,780
Goods and services tax	28,272	27,722
Manitoba retail sales tax	11,777	11,599
Manitoba WRAP tax	319	317
Environmental protection tax	1,537	1,529
	445,959	**438,482**
Cash disbursements		
Purchases - merchandise, federal duty, excise and sales taxes, etc.	209,960	207,637
General and administrative expenses	33,661	35,337
Goods and services tax	27,182	27,665
Manitoba retail sales tax	11,731	11,557
Manitoba WRAP tax	292	317
Environmental protection tax	1,532	1,532
	284,358	**284,045**
Net cash available from operating activities	161,601	154,437
Investing activities		
Acquisition of fixed assets	(1,760)	(2,013)
Increase (decrease) in holdbacks payable	22	13
Net cash used for investing activities	(1,738)	(2,000)
Net cash available for transfer	159,863	152,437
Transfers to Province of Manitoba		
Current year's net profit	142,500	142,800
Prior year's net profit	13,504	5,010
	156,004	**147,810**
Excess of cash receipts over disbursements and transfers	3,859	4,627
Cash on hand and in banks, beginning of year	7,683	3,056
Cash on hand and in banks, end of year	$11,542	$ 7,683

	Spirits	Wine	Coolers/Ciders	Beer	Total
Sales					
Stores	$101,962	$40,478	$5,660	$19,781	$167,881
Liquor vendors	28,700	4,820	1,708	2,857	38,085
Licensees	21,999	3,212	1,529	157,960	184,700
Specialty wine stores		9,847	312		10,159
Total sales for 2001	$152,661	$58,357	$9,209	$180,598	$400,825
Total sales for 2000	$151,767	$58,064	$8,731	$174,973	$393,535
Cost of sales					
Total cost of sales for 2001	$61,244	$27,676	$4,856	$116,359	$210,135
Total cost of sales for 2000	$60,515	$27,300	$4,631	$112,878	$205,324
Gross profit for 2001	$91,417	$30,681	$4,353	$64,239	$190,690
Gross profit for 2000	$91,252	$30,764	$4,100	$62,095	$188,211
Gross profit as a percentage of sales for 2001	59.9%	52.6%	47.3%	35.6%	47.6%
Gross profit as a percentage sales for 2000	60.1%	53.0%	47.0%	35.5%	47.8%

March 31

1. Nature of organization

The Liquor Control Commission was formed in 1923 as an agency of the Government of Manitoba under the *Government Liquor Control Act*. The Commission's mandate is to purchase, sell and regulate alcoholic beverages; to determine locations for retail liquor outlets; to licence and regulate facilities used by the consuming public; to provide revenue to the Province from the activities of the Commission; and to do all such things necessary to effect the provisions of *The Liquor Control Act*.

2. Significant accounting policies

a. Inventories of goods for resale are valued at cost.

b. Depreciation is provided on the declining balance basis at the following annual rates:

Automobiles	30%
Equipment and furnishings	20%
Paving	8%
Systems development	30%

Leasehold improvements are depreciated on a straight line basis over the remaining term of the lease or a minimum of five years.

The Liquor Control Commission Statement of Cash Flows

(In Thousands)

Increase (decrease) in cash on hand and in banks		
Operating activities		
Cash receipts		
Sales - spirits, wine, coolers/ciders and beer	$400,825	$ 393,535
Annual and supplementary licence fees and other	3,229	3,780
Goods and services tax	28,272	27,722
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Net cash available for transfer	159,863	152,437
Transfers to Province of Manitoba		
Current year's net profit	142,500	142,800
Prior year's net profit	13,504	5,010
Excess of cash receipts over disbursements and transfers	3,859	4,627
Cash on hand and in banks, beginning of year	7,683	3,056
Cash on hand and in banks, end of year	$11,542	$ 7,683

See accompanying notes to the financial statements.

The Liquor Control Commission
Schedule of Sales, Cost of Sales and Gross Profit

(In Thousands)

	Spirits	Wine	Coolers/Cider	Beer	Total
Sales					
Stores	$101,962	$40,478	$5,660	$19,781	$167,881
Liquor vendors	28,700	4,820	1,708	2,857	38,085
Licensees	21,999	3,212	1,529	157,960	184,700
Specialty wine stores	-	9,847	312	-	10,159
Total sales for 2001	$152,661	$58,357	$9,209	$180,598	$400,825
Total sales for 2000	$151,767	$58,064	$8,731	$174,973	$393,535
Cost of sales					
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Total cost of sales for 2000	$60,515	$27,300	$4,631	$112,878	$205,324
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Gross profit for 2000	$91,252	$30,764	$4,100	$62,095	$188,211
Gross profit as a percentage of sales for 2001	59.9%	52.6%	47.3%	35.6%	47.6%
Gross profit as a percentage sales for 2000	60.1%	53.0%	47.0%	35.5%	47.8%

The Liquor Control Commission Notes to the Financial Statements

(In Thousands)

March 31

1. Nature of organization

The Liquor Control Commission was formed in 1923 as an agency of the Government of Manitoba under the *Government Liquor Control Act.* The Commission's mandate is to purchase, sell and regulate alcoholic beverages; to determine locations for retail liquor outlets; to licence and regulate facilities used by the consuming public; to provide revenue to the Province from the activities of the Commission; and to do all such things necessary to effect the provisions of *The Liquor Control Act.*

2. Significant accounting policies

a. Inventories of goods for resale are valued at cost.

b. Depreciation is provided on the declining balance basis at the following annual rates:

Automobiles	30%
Equipment and furnishings	20%
Patents	8%
Systems development	30%

Leasehold improvements are depreciated on a straight line basis over the remaining term of the lease or a minimum of five years.

2. Significant accounting policies (continued)

c. Pension costs

Substantially all of the employees of the Liquor Control Commission are members of the *Civil Service Superannuation Act*, which is a multi-employer defined benefit pension plan available to all eligible employees of the participating organizations. Plan members will receive benefits based on the length of services and on the average of annualized earnings calculated on the best five years prior to retirement, termination, or death, that provides the highest earnings. The costs of the benefit plan are not allocated to the individual participating organizations and therefore such organizations are not able to identify their share of the underlying assets and liabilities of the plan. Accordingly, the plan is accounted for as a defined contribution plan as the Commission has insufficient information to apply defined benefit plan accounting.

Pension costs, included in salaries, benefits and pension costs, consist of the employer's share of pension benefits paid to retired employees, as well as the increase in unfunded pension liabilities during the fiscal year. This liability is determined actuarially every three years with the balances for the intervening years being determined by formula provided by the actuary. The most recent valuation was completed as at December, 1998. Pension costs incurred during the year by the Commission amounted to $1,936,704 (2000: $1,703,592) and are included in the statement of income.

d. Other income

Other income includes funding from the Province of Manitoba for the Commission's share of provisions provided for unfunded pension liabilities

e. The Commission's financial instruments consist of cash, accounts receivable, amounts due to a related party and accounts payable. It is management's opinion that the Commission is not exposed to interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

3. Inventory

	2001	2000
In bond merchandise	$9,445	$8,766
Duty paid merchandise	7,408	7,028
	$16,853	**$15,794**

The amount of unpaid and unrecorded Customs and Excise duties on owned merchandise held in bond is approximately $2,435 at March 31, 2001 (2000: $2,700).

4. Other income

	2001	2000
Long-term funding commitments - Province of Manitoba	$1,937	$1,704
Miscellaneous	869	872
Occasional permits additional fees	827	879
Supplementary licence fees	751	739
Annual licence fees and licence application fees	612	589
Occasional permits	290	305
Administration charges	234	254
Border point fees	77	72
Speciality wine store fees	32	38
	$ 5,629	$ 5,452

5. General and administrative expenses

	2001	2000
Salaries, benefits, and pension costs	$23,516	$23,019
Leased premises - rentals (Note 7)	4,108	3,702
Delivery charges	1,130	1,065
Advertising and promotions	1,009	1,077
Maintenance and repairs	961	945
Utilities	939	977
Bank charges	686	637
Printing, postage and supplies	597	683
Grants in lieu of taxes	508	488
Equipment rentals (Note 7)	463	491
Professional fees	387	331
Health and post secondary education tax levy	381	382
Protective services	298	272
Communications	270	241
Miscellaneous	268	300
Staff training	251	253
Travelling	203	165
Vehicle expenses	161	149
Product analysis	145	165
Community support	127	769
Alcohol education	107	180
Crown Corporations Council levy	107	107
	$36,622	$36,398

6. Depreciation/fixed assets

	Cost	Accumulated Depreciation	2001 Net Book Value	2000 Net Book Value
Leasehold improvements	$3,044	$584	$2,460	$1,993
Equipment and furnishings	2,997	1,088	1,909	1,661
Systems development	2,087	1,116	971	981
Automobiles	406	188	218	228
Paving	56	46	110	109
	$8,690	$3,022	$5,668	$4,972

2. Significant accounting policies (continued)

c. Pension costs

Substantially all of the employees of the Liquor Control Commission are members of the *Civil Service Superannuation Act*, which is a multi-employer defined benefit pension plan available to all eligible employees of the participating organizations. Plan members will receive benefits based on the length of services and on the average of annualized earnings calculated on the best five years prior to retirement, termination, or death, that provides the highest earnings. The costs of the benefit plan are not allocated to the individual participating organizations and therefore such organizations are not able to identify their share of the underlying assets and liabilities of the plan. Accordingly, the plan is accounted for as a defined contribution plan as the Commission has insufficient information to apply defined benefit plan accounting.

Pension costs, included in salaries, benefits and pension costs, consist of the employer's share of pension benefits paid to retired employees, as well as the increase in unfunded pension liabilities during the fiscal year. This liability is determined actuarially every three years with the balances for the intervening years being determined by formula provided by the actuary. The most recent valuation was completed as at December, 1998. Pension costs incurred during the year by the Commission amounted to $1,936,704 (2000: $1,703,592) and are included in the statement of income.

d. Other income

Other income includes funding from the Province of Manitoba for the Commission's share of provisions provided for unfunded pension liabilities

e. The Commission's financial instruments consist of cash, accounts receivable, amounts due to a related party and accounts payable. It is management's opinion that the Commission is not exposed to interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

3. Inventory

	2001	2000
In bond merchandise	$9,445	$8,766
Duty paid merchandise	7,408	7,028
	$16,853	**$15,794**

The amount of unpaid and unrecorded Customs and Excise duties on owned merchandise held in bond is approximately $2,435 at March 31, 2001 (2000: $2,700).

4. Other income

	2001	2000
Long-term funding commitments - Province of Manitoba	$1,937	$1,704
Miscellaneous	869	872
Occasional permits additional fees	827	879
Supplementary licence fees	751	739
Annual licence fees and licence application fees	612	589
Occasional permits	290	305
Administration charges	234	254
Border point fees	77	72
Speciality wine store fees	32	38
	$ 5,629	**$ 5,452**

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Systems development	2,087	1,116	971	981
Automobiles	406	188	218	228
Paving	56	46	110	109
	$8,690	$3,022	**$5,668**	**$4,972**

7. Long-term leases

a. The Commission leases its head office and 10 other buildings from the Government of the Province of Manitoba for the nominal sum of two dollars effective August 1, 1985, for a period of 99 years.

b. The Commission leases another 37 buildings. Leases have expiry dates ranging from 2001 to 2011.

The future minimum lease payments for each of the next five years and thereafter are as follows:

2002	$2,895
2003	2,698
2004	2,506
2005	2,270
2006	2,077
Thereafter	6,093

c. The Commission leases computer equipment. Leases on this computer equipment expire in 2004.

The future minimum lease payments for each of the years to the expiry of the lease contracts are as follows:

2002	$355
2003	210
2004	104

8. Contingent liability

a. Legal action has been taken against the Commission by DFS Ventures contesting the Commission's right to collect markup on any liquor sold to DFS Ventures. The outcome of this action and the amounts involved are not determinable.

b. Legal action has been taken against the Commission by the six stand-alone private wine stores claiming the Commission's interference with their economic interests, abuse of public authority and breach of contract. The outcome of this action and the amounts involved are not determinable.

9. Comparative figures

Prior year's comparative figures have been restated, where necessary, to conform with the financial statement presentation adopted for the fiscal year ended March 31, 2001.

The Commission's 45 Liquor Marts operate in the following areas:

Rural

Beausejour
Brandon – 10th & Victoria Avenue
– Brandon Shoppers Mall
Carman
Churchill
Dauphin
Flin Flon
Gimli
Killarney
Lac du Bonnet
Minnedosa
Morden
Neepawa
Pine Falls
Portage la Prairie
Roblin
Russell
Selkirk
Swan River
The Pas
Thompson
Virden

Winnipeg

Charleswood, 27-3900 Grant Ave.
Crestview Shopping Centre
Dominion Shopping Centre
Eastwinds Shopping Centre
Eaton Place
Fort Garry, 1235 Pembina Highway
Fort Richmond, 2855 Pembina Highway
Grant Park Shopping Centre
Hargrave & Elllice
Madison Square
Main & Jefferson
Main & Pritchard
Northdale Shopping Centre
Northgate Shopping Centre
Portage & Ainslie
Portage & Burnell
River & Osborne
St. Vital Square
Southdale Shopping Centre
Transcona Square
Tuxedo Park Shopping Centre
Tyndall Market Mall
Winnipeg Square

Liquor Vendors

Liquor vendors are partners with the Manitoba Liquor Control Commission. By combining liquor sales with their existing business, these local entrepreneurs help to ensure their viability. There are currently 175 liquor vendors operating in Manitoba. Seasonal operations are noted with an "*".

Alexander	Klassen's Food Mart Ltd.
Alonsa	Fashoway Café & Confectionery
Altona	Altona Cleaners Ltd.
Anola	Anola Lucky Dollar
Arborg	Arborg Pharmacy
Argyle	Brindley's
Ashern	Ashern Pharmacy
Austin	L & L Austin Solo
Baldur	Baldur Variety Store
Belmont	Belmont Hardware
Benito	Benito Pharmasave
Birch River	Birch River Sporting Goods & Hardware
Bird River	Tall Timber Lodge
Birds Hill	Birds Hill Store
Birtle	Birtle Midtown Convenience
Bissett	Bissett Variety Shop
Boissevain	Hazlewood Enterprises
Bruxelles	Marginet's Grocery & Hardware
Camperville	Lakeside Grocery Inc.
CFB Shilo	Bx Shopping Centre
Carberry	Spud City Food Mart Ltd.
Cartwright	Cartwright Health Centre
Clandeboye	Clandeboye Store
Clearwater Lake	Wally's Place
Cranberry Portage	Streamer Hardware
Cypress River	Wytinck Foods
Deloraine	Myrna's Fabric Boutique
Dominion City	Sun Valley Co-op
Dugald	Dugald Convenience Store
Elgin	West Elgin Mall
Elie	Elie Grocery Store
Elkhorn	Twin Valley Co-op Ltd.
Elm Creek	Elm Creek Grocery
Elma	Lycar Solo
Emerson	Holly's Food & Hardware Ltd.
Erickson	Mountain Park Pharmacy
Eriksdale	Shop Easy Foods
Ethelbert	Lawlor's Economy Store
Falcon Lake*	- Falcon Lake Drugs - Lumber One Building Supplies
Fisher Branch	Fisher Branch Health Centre
Fraserwood	Fraserwood Service
Garson	Garson Grocery Ltd.
Gilbert Plains	Gilbert Plains Pharmacy
Gillam	Chamdon Enterprises Ltd.
Gladstone	Gladstone Pharmacy
Glenboro	Glenboro Pharmacy Ltd.
Glenella	Preisentanz's General Store
Glenora	Glenora Mall
Grand Marais	Grand Marais Village Store
Grand Rapids	Grand Rapids Esso
Grandview	Grandview Home Hardware
Great Falls	Great Falls Foods
Grindstone*	Grindstone General Store
Gypsumville	Rawluk's Grocery & Pro Hardware
Hadashville	Kiedyk's Convenience Store
Hamiota	Rawlings Home Hardware

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Morden
Neepawa
Pine Falls
Portage la Prairie
Roblin
Russell
Selkirk
Swan River
The Pas
Thompson
Virden

Winnipeg

Charleswood, 27-3900 Grant Ave.
Crestview Shopping Centre
Dominion Shopping Centre
Eastwinds Shopping Centre
Eaton Place
Fort Garry, 1235 Pembina Highway
Fort Richmond, 2855 Pembina Highway
Grant Park Shopping Centre
Hargrave & Elllice
Madison Square
Main & Jefferson
Main & Pritchard
Northdale Shopping Centre
Northgate Shopping Centre
Portage & Ainslie
Portage & Burnell
River & Osborne
St. Vital Square
Southdale Shopping Centre
Transcona Square
Tuxedo Park Shopping Centre
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Ashern	Ashern Pharmacy
Austin	L & L Austin Solo
Baldur	Baldur Variety Store
Belmont	Belmont Hardware
Benito	Benito Pharmasave
Birch River	Birch River Sporting Goods & Hardware
Bird River	Tall Timber Lodge
Birds Hill	Birds Hill Store
Birtle	Birtle Midtown Convenience
Bissett	Bissett Variety Shop
Boissevain	Hazlewood Enterprises
Bruxelles	Marginet's Grocery & Hardware
Camperville	Lakeside Grocery Inc.
CFB Shilo	Bx Shopping Centre
Carberry	Spud City Food Mart Ltd.
Cartwright	Cartwright Health Centre
Clandeboye	Clandeboye Store
Clearwater Lake	Wally's Place
Cranberry Portage	Streamer Hardware
Cypress River	Wytinck Foods
Deloraine	Myrna's Fabric Boutique
Dominion City	Sun Valley Co-op
Dugald	Dugald Convenience Store
Elgin	West Elgin Mall
Elie	Elie Grocery Store
Elkhorn	Twin Valley Co-op Ltd.
Elm Creek	Elm Creek Grocery
Elma	Lycar Solo
Emerson	Holly's Food & Hardware Ltd.
Erickson	Mountain Park Pharmacy
Eriksdale	Shop Easy Foods
Ethelbert	Lawlor's Economy Store
Falcon Lake*	- Falcon Lake Drugs - Lumber One Building Supplies
Fisher Branch	Fisher Branch Health Centre
Fraserwood	Fraserwood Service
Garson	Garson Grocery Ltd.
Gilbert Plains	Gilbert Plains Pharmacy
Gillam	Chamdon Enterprises Ltd.
Gladstone	Gladstone Pharmacy
Glenboro	Glenboro Pharmacy Ltd.
Glenella	Preisentanz's General Store
Glenora	Glenora Mall
Grand Marais	Grand Marais Village Store
Grand Rapids	Grand Rapids Esso
Grandview	Grandview Home Hardware
Great Falls	Great Falls Foods
Grindstone*	Grindstone General Store
Gypsumville	Rawluk's Grocery & Pro Hardware
Hadashville	Kiedyk's Convenience Store
Hamiota	Rawlings Home Hardware

Hartney	Hartney Variety Store
Hecla*	Hecla Island General Store
Hodgson	Skibinski's General Store
Holland	Holland Home Hardware
Ile des chenes	Ile Des Chenes Country Store
Inglis	K & G Food Centre
Inwood	Inwood Food Town
Kelwood	Kelwood Store
Kenton	Houston's
Komarno	Komarno Quality Store
La Broquerie	Le Bon Ami
La Salle	Jeni's Food & Hardware
Lake Metigoshe	Jasper's Holiday Hills Resort
Langruth	Francombe's Food Centre
Laurier	Fosberry Foods
Leaf Rapids	Leaf Rapids Pharmacy
Lee River	Camp Hide-Away
Letellier	Gallant's Lucky Dollar
Lockport	Lockport Grocery
Lorette	Chez Heather Shop
Lundar	Lundar Pharmacy Ltd.
Lynn Lake	Clarke's Pharmacy
MacGregor	MacGregor Lo-Cost (1993)
Mafeking	Doan's General Store
Manitou	Manitou Pharmacy
Mariapolis	Pouteau Foods
McAuley	McAuley Country Grocery Co-op Ltd.
McCreary	Reischek's Pharmacy
Melita	Liquid World
Miami	Westaway's Pharmacy
Miniota	Andrew Agencies Ltd.
Minitonas	Nemetchek Enterprises 1992
Minto	Community Market
Moosehorn	Moosehorn Supply
Morris	Morris Super Variety
Narrows	The Narrows General Store
Newdale	Parkway Insurance
Ninette	Jansen General Store
Notre Dame	Notre Dame Shopping Centre
Nutimik Lake*	Nutimik Lodge
Oak Lake	Valleyview Oak Lake Co-op
Oakbank	Family Fare
Oakburn	Oakburn Foodtown
Oakville	Oakville Super Market
Ochre River	Ochre Gas & Convenience Store
Onanole	Onanole General Store
Pierson	Phair Sports Ltd.
Pilot Mound	Dobson's Foods Ltd.
Pinawa	Northern Stores Inc.
Pine River	Semeniuk's Groceteria
Pipestone	Corral Foods
Plumas	Plumas Stop & Shop
Pointe du Bois	Lee Dale Developments Ltd.
Poplar Point	Poplar Point General Store
Poplarfield	- King Buck Inn - Poplarfield Groceteria
Rapid City	Waldon Insurance Agencies
Rathwell	Rathwell Solo & Hardware
Rennie	Rennie General Store
Reston	Reston Drugs
Richer	Burnells Food Plus
Ridgeville	Ridgeville Cooperative Community Club
Rivers	Rivers Super Thrifty Drug Mart Ltd.
Riverton	Riverton General Store
Roland	Roland E-Z Mart
Rorketon	Bonnett Insurance Agencies
Rossburn	L.P.K. Enterprises
St. Adolphe	B & J Groceries
St. Ambroise	Ducharme's General Store
St. Claude	Philippot's Shop Easy Foods
St. Eustache	Magasin Beaudin Store
St. Francois Xavier	S.F.X. Country Store
St. Jean Baptiste	St. Jean Home Centre
St. Laurent	Depanneur Entre-Lacs
St. Lazare	J.C. & O.J. Ltee.
St. Malo	St. Malo Co-operative Ltd.
St. Pierre-Jolys	Mulaire's Shop Easy
Ste. Agathe	De Panneur Cheyenne Convenience Store
Ste. Anne	Ste. Anne Sundries
Ste. Rose du Lac	Ste. Rose Variety Shop
San Clara	Browser's Country Store
Sandy Lake	Sandy Lake Hardware
Sanford	Sanford Lumber & Building Supply
Sarto	Sarto General Store
Seven Sisters	Genie's Gift & Novelties
Shoal Lake	The Far Side Gifts
Sifton	Boguski Grocery
Snow Lake	Northern Stores Inc.
Somerset	DeCosse Foods
Souris	Souris Valley Foods
Sprague	Carl's Solo Store
Springfield	Garven Grocery Store
Starbuck	"Dawn 'Til Dusk" Convenience Store
Stead	Lesosky General Store
Steep Rock*	Steep Rock General Store
Stonewall	Stonewall Pharmacy Ltd.
Stony Mountain	Mountainview General Store
Strathclair	Strathclair Consumers Co-op Ltd.
Sundown	Baba & Gido's
Swan Lake	Stevenson's Pharmacy Ltd.
Teulon	Teulon Super Thrifty Drug Mart
Tolstoi	Tolstoi Super Mart
Traverse Bay	Traverse Bay Corner Store
Treherne	Treherne Pharmacy
Vassar	Vassar General Store
Vita	Sumthing Special Florist & Gift Shop
Wabowden	Dwyer's General Store
Wanless	BJ Sales-Service-Rentals
Warren	Pete's General Store
Waskada	Wilbro Enterprises Inc.
Waterhen	Waterhen General Store
Wawanesa	Gullett Pro Hardware
West Hawk Lake	West Hawk Lake Resort
Whitemouth	Whitemouth Sundries
Winnipeg Beach	Beach Remedies
Winnipegosis	Winnipegosis Meat Market
Woodlands	Studler's General Store
Woodridge	Woodridge General Store